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The same incompleteness of finish, shall we call it, marks the discussion of the effect of capitalization upon rates.

The second volume deals with the passenger service, special emphasis being laid upon classification and fares, and the express and mail services. As in the first volume, the matter is presented with general accuracy and admirable clearness. The profusion of "forms," in both volumes, is a feature which will much commend itself to the railway student. A welcome innovation is the chapter on the Pullman Company. The chapters on the railway mail and express services, and on interurban railway competition are good, as one would expect from the treatment of these subjects in Professor Johnson's earlier books. The text of the Mann-Elkins Act is reproduced in an appendix, as also that of the Reno Rate decision. An excellent index completes the volume.

This work should command the attention of the student of railway practice. The authors are to be congratulated upon having produced, in a field of business practice so full of pitfalls to the unwary, a book as accurate as it is readable.

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*Railway Administration.* By RAY MORRIS, Managing Editor, "Railway Age Gazette." (New York: D. Appleton and Company. 1910. Pp. 309.)

This volume on railway administration, using the author's words, is intended "to give to the non-technical reader the manager's point of view toward the problems of actual railroad administration in this country, with a glance at certain comparative conditions in other countries." The problems treated are principally those of organization, and the aim is to show how the working forces of a railway corporation are organized in order to use to the best advantage the ability and skill of the several departments of the industry.

The author first considers the problem of promotion or initial organization, and then development for the purpose of operation. Diagrams of typical small and large roads illustrate the several types of organization, such as the divisional, departmental, and the line and staff plan, and show more forcibly than is possible in the text, the manner in which responsibility is spread over the organization. The several types of organization are explained and contrasted, the theory underlying each discussed, and enough il-

illustrations of the successes and failures, experienced under actual practice on American and British roads, are presented to acquaint the reader with the relative merits and demerits of each type. Following the consideration of private management is a chapter describing the organization of the state railroads of Prussia, Italy and India.

Another chapter which should be of more than usual interest to the student of railway administration discusses the control of railway operations through statistics. Statistics, to the author, are an indispensable aid to the efficient and economic management of railway property; they are "the clinical thermometer of the industry." The analysis of the function of statistics presented is clear and thorough, and the discussion of the various kinds of statistics prepared daily and the use made of these by the management display more than ordinary familiarity with the subject.

An examination of the literature on railways readily shows that the author is justified in giving this work to the public. Writers on railway matters have as a general rule confined themselves to discussions of engineering or mechanical problems, usually of a technical character, or have given consideration to questions arising from the relation of the railways to the public and the state. Very little of value to the non-technical reader desirous of informing himself respecting the problems of railway organization and management, or to the student considering the railway service as a professional career has been produced. Toward meeting this deficiency the author's work is an important contribution. This work should further prove to be of much value in the study of scientific railway management, demanded by the rapid growth of railway mileage and the development of operating systems as shown by the statistics of railways in the United States.

The book does not undertake to advance any new theory of railway administration but aims to acquaint the reader with some of the methods found in current practice. The quotations and references, as also the subject matter, show a familiarity with the best that has been said or written on railway organization and administration from the manager's point of view. It falls short, however, of being a comprehensive treatise on railway administration as would be inferred from the title. The author has given consideration only to that phase of organization and administration for which the corporation manager is directly responsible. In doing so he has considered but one of a number of subjects

necessarily embraced in a comprehensive discussion of railway administration. The influence exerted by the administrative orders of the government, typical of which are the conference rulings and the accounting orders of the Interstate Commerce Commission, and the service rendered by the voluntary associations of officers and employees, of which there are considerably more than a hundred, and without which no railway could long be administered successfully, are equally important factors and should receive consideration in a treatise on railway administration.

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*Water Terminals.* Part III of the Report of the Commissioner of Corporations on *Transportation by Water in the United States*. (Washington: Government Printing Office. 1910. Pp. xxi, 436.)

The Commissioner of Corporations names Mr. Burr J. Ramage, one of his assistants, as "especially contributing" to this report on *Water Terminals*. The volume is chiefly given over to descriptions of the physical, legal and economic characteristics of the principal American ports. The mass of detailed information here collected should prove of great value, if properly utilized by municipal officers and by business men's associations throughout the country in improving their local conditions. The terminals of New Orleans and of San Francisco are praised for their "high degree of public ownership, control, efficiency and equipment"; while serious faults in most of the other ports, especially on the Atlantic Coast, are pointed out. The data presented are used as the basis for five general conclusions which are worth restating and considering.

First, that terminals are as important in an efficient transportation system as channels. Obvious though this statement may seem, its truth seems to be appreciated by surprisingly few people. Witness, for instance, the millions lost by the efforts of the Wabash management to force an entrance into Pittsburg, only to find that without proper terminals it was impossible to secure Pittsburg traffic. Again, the Interstate Commerce Commission in all its work since 1887 has almost ignored switching rates and practices of great importance. The whole subject of terminal facilities and charges, on railroads as well as on water lines, calls for careful investigation and thought.